Workplaces have a vital role to play in creating an Australia where women are not only safe but also respected, valued and treated as equals in private and public life.

The Workplace Equality and Respect Standards set the goals that workplaces must achieve to address gender inequality and prevent violence against women.

These standards will guide your workplace through a comprehensive organisational change process, highlighting what needs to be done to create change in the three key areas of leadership, strategy and norms and practices.

With the support of the Workplace Equality and Respect package of helpful tools, you can contribute to creating an Australia free from violence against women.
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The project was led by Joanna Brislane, with contributions from Michelle Hunt, Patty Kinnersly, Scott Holmes, Teresa Dowd, Nicola Harte, Kylie Smith and Monique Keel, with evaluation support and guidance from Loksee Leung and Sarah Kearney.

Acknowledgement of Country: Our Watch acknowledges the traditional owners of the land across Australia on which we work and live. We pay our respects to Aboriginal and Torres Strait Islander people.
Workplace prevention of violence against women
All violence is unacceptable, whether it occurs in the home or the workplace, and whether it is perpetrated by men or women.

However, we need to focus our prevention efforts on the most common forms of violence and those for which we have the most research to guide us. This means focussing on the many forms of violence against women.

**Family violence**
Most family violence is perpetrated by men against women.

**Violence against women**
Women also experience violence outside of the family, such as sexual assault and harassment by colleagues or clients.

The vast majority of acts of violence against both women and men are reported to have been perpetrated by men (ABS, 2017).
Violence against women takes many forms: physical, sexual, psychological and financial.

- Women are nearly three times more likely to have experienced violence from a current or former partner than men (ABS, 2017).

- One in five Australian women has experienced sexual violence compared to one in 20 Australian men (ABS, 2017).

- A recent Victorian survey reported 64% of women experience bullying, harassment or violence in their workplace (Victorian Trades Hall Council, 2017).

- 30% of workers in a national survey reported having experienced domestic violence during their lifetime (McFerran, 2011).
We all have a role in creating homes, schools, communities and workplaces where women are safe, equal and valued.
Violence, harassment and sexism all occur in workplaces. Violence that occurs elsewhere can also have impacts in the workplace.

Workplaces can play a part in influencing the attitudes, behaviours, social norms and structures that allow violence to occur.
Whether intended or not, workplace policies and practices can also perpetuate gender inequality by devaluing, excluding or marginalising women. This can result in biased recruitment and promotion processes, the underrepresentation of women in senior roles and the unequal sharing of care responsibilities.

Every workplace conversation, policy and action has the potential to either reinforce or challenge gender inequality and the kinds of attitudes and norms that drive violence.
Violence against women in Australia is driven by gender inequality.

We know that violence against women is much more likely when there are unequal power relations between men and women in society, and unequal value and respect afforded to women and men.

That’s why preventing violence against women is not just about changing individuals – it’s also about changing the society and culture in which individuals develop their attitudes towards violence.
Research tells us that four elements in particular drive violence against women:

**Condoning violence against women**
Attitudes, words and actions that trivialise, make light of or justify violence against women allow people to think violence is acceptable or excusable.

**Men’s control of decision making and limits to women’s independence**
When men control decisions and resources in the home, workplace or community, they have an opportunity to abuse power with violence, while women have less power to stop it, call it out, or leave.

**Rigid gender roles and stereotypes about masculinity and femininity**
Strict ideas about women and men’s roles, identities and relationships can contribute to a culture that supports violence. When male dominance is normalised, violence can be used to ‘punish’ women who don’t conform to expected roles.

**Men disrespecting women to bond with other men**
When aggression and disrespect towards women are seen as natural parts of being ‘one of the boys’, it is more likely violence towards women will be excused – by the perpetrator, their peers and the wider community.
When she returned to work after having children, Sally took on a more junior role and a significant pay cut to create more flexibility. Her partner began resenting her for bringing home less money. What started as him controlling all spending gradually escalated to psychological and physical violence. Sally felt trapped, fearing she would struggle to make ends meet if she left the relationship.

Mark has always been ‘one of the boys’ at work and laughs along with sexist jokes and disrespectful comments about women. When he found out one of the guys from his team had been violent towards their partner he was shocked; he thought everyone knew they were just kidding around.
Miriam is well respected at work but as the only woman on the executive team she sometimes feels outnumbered. She is recommending a new family violence leave policy but, despite saying they’re supportive, her colleagues say they need to prioritise core business. While the business case for a family violence policy is strong, Miriam doesn’t press the issue as she’s seen what happens to women who push too hard.
Preventing violence against women through promoting gender equality will benefit your workplace.

Attract and retain talent and increase staff performance
Employee turnover is widespread, with figures suggesting that workplaces experience staff turnover of 16% each year (AHRI, 2015). It has been widely established that inclusive workplaces are associated with reduced turnover (O’Leary et al., 2015). A workplace that is known to support women and men to reach their potential will have a competitive advantage in attracting and retaining the best talent. Diverse, inclusive and respectful workplaces produce higher satisfaction levels, which increase employee engagement and performance.

Save money and increase profits
Violence against women cost Australian employers $1.9 billion in 2014–15 (Australian Government, 2016). These costs tend to be invisible, but include leave and staff turnover, absenteeism and lost productivity. On the other hand, workplace gender equality can increase profits – one study suggested that shifting from an all-male or all-female office to one split evenly along gender lines could increase revenue by over 40% (Ellison & Mullins, 2014).

“Companies with more women board directors experience higher financial performance.”
Catalyst, 2017

“Workplaces that encourage employees to voice their opinions and be involved in decision making have on average 33% lower employee turnover.”
O’Leary et al., 2015
Enhance understanding of diverse markets and clients
Just as 70% of retail decisions are influenced by women, a high proportion of service users and stakeholders are women. Gender equality in your workforce gives you more understanding of how to reach and engage all customers and clients.

Minimise risk and ensure staff wellbeing
You have a duty to ensure the wellbeing of your employees and prevent discrimination and harassment. Meeting these obligations minimises your risk of financial and reputational loss from lawsuits caused by discrimination.

Support positive change and enhance your reputation
Working to change the social and structural conditions that drive violence is good for business. You build trust and loyalty, and enhance your reputation by showing leadership on issues the community cares about.

“Companies in the top quartile for gender diversity are 15% more likely to have financial returns above national industry medians.”
Hunt, et al., 2015

“Over 98% of respondents expect employers to ensure that women are provided with the same opportunities as men.”
Pennay and Powell, 2012
The Workplace Equality and Respect Standards set out what needs to be done to truly embed equality and respect in any workplace.

The five Standards and their associated Elements will support you to:

- secure the **commitment** of leaders and staff
- ensure **conditions** support gender equality
- reject sexist and discriminatory **culture**
- **support** staff and stakeholders who experience violence
- integrate gender equality into your core **business**.
Workplace Equality and Respect: Key steps and tools

Whilst the Standards provide flexible and adaptable guidance on best-practice actions workplaces can take, they also articulate a set of key steps that workplaces are encouraged to follow.

**The Basics**

- **STEP 1: Getting started**
  - Identifying staff to lead the work internally
  - Understanding violence against women and how workplaces can prevent it
  - Securing genuine commitment from leaders
  - Ensuring workplaces can respond to staff who experience violence

**HELPFUL TOOLS**
- Standards
- Implementation guide
- Introductory training

**The next steps**

- **STEP 2: Prioritising and planning**
  - Consulting and engaging staff and key stakeholders
  - Collecting data on your workplace
  - Assessing your workplace against the Standards to determine priorities
  - Developing/revising a long-term strategy and immediate action plan

**HELPFUL TOOLS**
- Self-assessment tool
- Key progress indicators
- Staff survey

- **STEP 3: Taking action**
  - Implementing priority actions to support gender equality

**HELPFUL TOOLS**
- Workplace Equality and Respect website

**ANNUAL CYCLE**
The Workplace Equality and Respect Standards help you:

• **understand** how workplaces can address the drivers of violence against women, based on evidence and experience

• **identify** structures, norms and practices that devalue, exclude or marginalise women, and prioritise areas for action

• **measure** baseline performance and track your progress over time against key indicators of workplace gender equality

• **develop** long-term strategies and immediate action plans

• **implement** actions to address the drivers of violence against women

• **communicate** effectively to support cultural change in your workplace and your community.
No two workplaces are the same.

An effective approach to preventing violence against women needs to be:

- tailored to suit the individual resources, capacity and cultural needs of the workplace
- owned and driven by the workplace
- supported by a long-term strategy
- evidence based
- focused on changing organisational culture
- a process of continual improvement.
The Standards can be used by any workplace, regardless of type or size.

All workplaces – large and small and in all sectors – can help prevent violence against women by promoting equality and respect and working towards gender equality.

All contributions to this shared community goal are valuable.

The particular way you work towards meeting the Standards will depend on the current situation in your workplace, the processes and structures already in place, and the resources available.

You don’t need to meet all criteria, nor undertake all good practice actions from the start. The Self-Assessment Tool is specifically designed to help you identify areas for improvement and priorities based on your needs and resources.
Standards and Elements
The Standards are what all workplaces should meet to ensure workplace equality and respect.

They focus on what you can do with your staff and your external stakeholders to address the drivers of violence against women.

The Elements describe what needs to be achieved to meet each Standard in terms of:

- leadership
- strategy
- norms and practices.
# Workplace Equality and Respect Standards

<table>
<thead>
<tr>
<th>STAFF FOCUS</th>
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</thead>
<tbody>
<tr>
<td><strong>1 Commitment</strong></td>
</tr>
<tr>
<td>We are committed to preventing violence against women and have structures, strategies and policies that explicitly promote gender equality.</td>
</tr>
</tbody>
</table>

| **2 Conditions** |
| We embed gender equality in our recruitment, remuneration and promotion processes and men and women utilise flexible work options, without penalty. |

| **3 Culture** |
| All staff feel safe and confident to express themselves, and gender stereotypes, roles and norms are actively challenged in the workplace. Staff can raise concerns about gender inequality and potential discrimination without adverse consequences. |

| **4 Support** |
| We have the structures, practices and culture to ensure an appropriate response to staff and external stakeholders who experience violence, bullying and sexual harassment. |

| **5 Our Business** |
| We demonstrate our commitment to gender equality and the prevention of violence against women in all our work and interactions with stakeholders. |

| STAKEHOLDER FOCUS |
Key areas for action

**LEADERSHIP**
Leadership shapes what is expected, accepted and applauded in the workplace.
Leaders across the workplace must actively and visibly support and model gender equality to prevent violence against women, and ensure the necessary resources to support organisational change.

**NORMS AND PRACTICES**
Norms and practices reflect and impact on gender equality.
Acceptable attitudes and behaviours are shaped by messages that friends, family and social institutions reinforce. Workplaces need to use their powerful influence to support attitude and behaviour change.

**STRATEGY**
Strategy is essential to driving, supporting and sustaining change.
All practices and processes must represent, include and be accountable to women and support the structural and cultural changes necessary to achieve and sustain gender equality.
1. COMMITMENT

We are committed to preventing violence against women and we have structures, strategies and policies that explicitly promote gender equality.

**STANDARDS**

**ELEMENTS**

**LEADERSHIP**
- Our leaders consistently demonstrate a commitment to preventing violence against women.

**STRATEGY**
- We promote gender equality in our strategies, policies and procedures.
- We have dedicated resources and budget to actively address gender inequality and the drivers of violence against women within our workplace.

**NORMS & PRACTICES**
- We hold staff accountable for consistently promoting gender equality in all communications, organisational plans and activities.
1. COMMITMENT

WHY DOES IT MATTER?

When societies and institutions condone violence against women, rates of violence are higher.

Workplace leaders have a key role in setting new standards by actively addressing gender inequality and taking action to end violence against women.

WHAT DOES IT TAKE?

- Well-informed leaders who are committed to actively promoting gender equality in strategies, policies and their individual actions are vital.
- Appoint key staff to lead work on gender equality and give them the time and resources they need to take action.
- Implement measures of accountability that will support change – these might include public statements, targets and quotas, and procedures to avoid bias.
- Deliberately promote gender equality through communications and keep staff and stakeholders informed – not just about the organisation’s commitment but also its progress towards achieving workplace equality.

WORKPLACE BENEFITS

ATTRACT TALENT

INCREASE STAFF SATISFACTION AND RETENTION

ENHANCE REPUTATION AND GROW MARKET SHARE
We embed gender equality in our recruitment, remuneration and promotion processes, and men and women utilise flexible work options without penalty.

**LEADERSHIP**
- We have structural support for women’s leadership, including the provision of leadership opportunities for part-time staff; and male and female leaders model the use of flexible work options.

**STRATEGY**
- We implement deliberate strategies to recruit, train, mentor and retain women in leadership roles.
- We make efforts to reduce the gender pay gap and give all staff access to flexible work options and parental leave.

**NORMS & PRACTICES**
- Our workplace culture and communication promotes and supports flexible work and parental leave for both men and women.
- We have transparent practices to help uphold commitments to gender equality in recruitment, professional development and career progression.
2. CONDITIONS

WORKPLACE BENEFITS
ENSURE RECRUITMENT OF THE BEST CANDIDATES
INCORRECT STAFF SATISFACTION AND RETENTION
SUPPORT MARKET SHARE GROWTH WITH WORKFORCE DIVERSITY

WHY DOES IT MATTER?

Women having less power and independence than men is one of the drivers of violence against women. Women will continue to be underrepresented in leadership and have less power until inequitable structures and biases that lead to discrimination against women are identified and addressed.

WHAT DOES IT TAKE?

- Start with statistics – take a look at pay, seniority and length of contracts. This will tell you where to focus efforts to achieve gender equality for men and women in your workplace.
- Use transparent recruitment and promotion processes that include actions to eliminate bias, and applaud women’s leadership – this will support progress.
- Make sure flexible work and access to parental leave are secured in enterprise agreements and policies. These must be supported by leaders, embedded in the culture, and promoted to both female and male staff.
- A workplace culture that genuinely supports men and women to balance work and care responsibilities is needed for true gender equality in the workplace.
3. CULTURE

All staff feel safe and confident in our workplace, and we actively challenge gender stereotypes, roles and norms.

Staff can raise concerns about gender inequality and discrimination without adverse consequences.

**STANDARD**

**ELEMENTS**

**LEADERSHIP**

• Our leaders challenge gender stereotypes, discrimination and attitudes that support male superiority, and think critically about styles of leadership that are valued and rewarded in the workplace.

• Our leaders consistently model respectful and equal relationships between men and women.

**STRATEGY**

• Our policies and procedures (i.e. code of conduct, induction, occupational health and safety, equal opportunity etc.) include proactive measures to address gender inequality.

**NORMS & PRACTICES**

• Staff across our workplace understand the importance of promoting gender equality and know they will be supported to challenge sexism and raise issues relating to gender and discrimination.

• We actively avoid perpetuating gender stereotypes in our communications across the workplace; and we have implemented strategies to minimise backlash or resistance and build support for change.
Violence against women is more common in communities with rigid ideas about what it means to be a ‘real man’ or ‘real woman’ and where men use disrespect towards women as a way of bonding with each other. Peer relationships and stereotypes can be formed and shaped in the workplace, so what an organisation accepts and rewards will influence attitudes, beliefs and behaviours.

**WORKPLACE BENEFITS**

- **Support and Attract Female Leaders**
- **Diversify Views and Foster Innovation**
- **Ensure a Safe Work Environment for All Staff**

**WHY DOES IT MATTER?**

**WHAT DOES IT TAKE?**

- Organisational change takes courage and commitment. Take a stand against sexist language and images in the workplace and create a culture where staff feel they can do the same without being ignored or penalised.

- Give leaders information, training and space to think critically about how workplace culture might be perpetuating the status quo: are stereotypes and discrimination part of our workplace? How do the leadership styles we value and promote favour men or women? Do we exclude, undervalue or fail to credit women’s leadership and opinions in our communications and decision making?

- Whatever action you take, use communications to challenge stereotypes and help staff see the link between gender equality and violence against women.
We have the structures, practices and culture to respond appropriately to staff and stakeholders affected by violence, bullying and sexual harassment.

**STANDARD**

**LEADERSHIP**
- Our leaders consistently reject any form of violence or harassment, whether occurring within or outside of the workplace.

**STRATEGY**
- We have clear policies and procedures to provide appropriate support for staff and stakeholders who experience violence; and we make sure employees don’t use workplace resources to commit any act of violence.

**NORMS & PRACTICES**
- We have the partnerships, systems and trained staff to respond promptly and appropriately to complaints and claims about violence and sexual harassment.
For those who experience violence, a supportive workplace and stable income can offer strength at a critical time. Appropriate systems and cultures of support not only ensure wellbeing and safety but also send a clear message that violence is not acceptable and perpetrators should be held accountable for their actions.

**WHAT DOES IT TAKE?**

- Make sure you have clear best-practice policies and procedures to support staff who experience violence. Be proactive about letting people know their rights and entitlements. Consider whether you have a responsibility to support any stakeholders in a similar way.

- Train and support key staff responsible for implementing policies to respond appropriately. Hold leaders accountable for minimising or justifying sexism, harassment or violence in any internal and external communication.

- Check in consistently to ensure that staff making complaints or disclosures are supported, that issues raised are always taken seriously and dealt with appropriately and effectively.
The work we do and the way we promote it aligns with our commitment to gender equality and the prevention of violence against women.

**LEADERSHIP**
- Our leaders effectively use our work and public profile to demonstrate support for gender equality and the prevention of violence against women.

**STRATEGY**
- We integrate key actions to promote gender equality into our core business, and our engagement with the community reflects our commitment to gender equality and preventing violence against women.

**NORMS & PRACTICES**
- Our stakeholder engagement activities, public statements and external communications reflect our commitment to promoting gender equality, rejecting sexism and challenging attitudes that justify, minimise, trivialise or excuse violence against women.
5. OUR BUSINESS

WORKPLACE BENEFITS
LEAD OTHER WORKPLACES TO CHANGE

ENHANCE REPUTATION AND COMMUNITY STANDING

SHIFT SOCIAL NORMS THAT SUPPORT VIOLENCE

WHY DOES IT MATTER?

Attitudes and behaviours that justify, excuse or downplay violence against women create a supportive environment for violence against women to occur.

In their interactions with stakeholders, workplaces can use their status and influence to challenge the condoning of violence against women.

WHAT DOES IT TAKE?

- Use your organisation’s influence outside the workplace – with clients, customers or the community – to challenge the drivers of violence against women.

- Whether you’re talking one-on-one or developing a wider campaign, reflect your organisation’s commitment to supporting gender equality in all communications. This is as much about what is said as it is about who is doing the talking, so consider who is representing your organisation publicly.

- Consider how the things you already do every day in running your business might impact on gender equality and use the opportunities you have – through advertising, sponsorship, stakeholder engagement or supply chains – to challenge stereotypes, support women’s leadership and independence, and promote gender equality.
Tools, resources and next steps

There are several tools and resources that can support you to meet the *Workplace Equality and Respect Standards*:

- The *Implementation Guide* provides more details to help you understand what steps to take as part of your organisational change process.

- The *Self-Assessment Tool, Staff Survey* and *Key Progress Indicators* help you reflect, and identify areas of strength and areas where improvement is needed.

- The *website* includes links to these tools, as well *Practice guidance* documents, case studies and additional resources to support you as you implement actions to promote gender equality and prevent violence against women.
Criteria and examples of good practice

This section takes a closer look at how to achieve each of the three Elements of the Workplace Equality and Respect Standards: leadership, strategy, and norms and practices. It will support reflection and investigation about the forms and causes of gender inequality in your workplace.

It also provides practical examples of actions to implement with leadership, in your governance structures, and in organisational norms and practices to support gender equality and the prevention of violence against women.

Finally, it provides detail on the data you should be tracking to measure your progress towards meeting the Standards – this links directly to the Key Progress Indicators and the Staff Survey.

Examples of workplace policies, as well as case studies related to organisational change can be found on the Workplace Equality and Respect Resource website.
1. COMMITMENT
We are committed to preventing violence against women and we have structures, strategies and policies that explicitly promote gender equality.

Leadership Element: Our leaders consistently demonstrate a commitment to preventing violence against women.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Examples of good practice</th>
<th>Data to track progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Our leaders understand violence against women, its drivers and the importance of workplace contributions to prevent it.</td>
<td>• Senior managers do formal training on the drivers of violence against women and the importance of workplace contributions to preventing violence against women and promoting gender equality.</td>
</tr>
<tr>
<td>1.2</td>
<td>Our leaders take responsibility for preventing violence against women and demonstrate this commitment by explicitly endorsing gender equality as a priority in policies, actions and communications.</td>
<td>• Public statements of support for preventing violence against women and gender equality are on the organisation’s website. • Leaders explicitly endorse gender equality and/or preventing violence against women in external communications such as media releases, public statements/speeches, public presentations, annual report etc. • Leaders explicitly endorse gender equality and/or preventing violence against women in internal communications such as newsletter, emails, intranet etc.</td>
</tr>
<tr>
<td>1.3</td>
<td>Our leaders model gender equality and respect in all their interactions.</td>
<td>• Managers’ responsibility to model respectful and equal relationships is reflected in their work plans, performance plans, and position descriptions. • Language used by leaders is respectful and doesn’t perpetuate ideas of ‘masculine’ and ‘feminine’ skills and attributes.</td>
</tr>
</tbody>
</table>
### Strategy Elements:

- We promote gender equality in our strategies, policies and procedures.
- We have dedicated resources and budget to actively address gender inequality and the drivers of violence against women within our workplace.

### Criteria Examples of good practice Data to track progress

<table>
<thead>
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</table>
| **1.4 | We explicitly note gender equality and/or the prevention of violence against women as a goal in our strategic plan and there is a long-term strategy in place to achieve this goal.** | - A long-term strategy to prevent violence against women and promote gender equality is approved by the Board and shared with all staff and stakeholders. | **Track:**  
% of managers and staff who have work plans, performance plans, and/or position descriptions clearly outlining their responsibility to promote gender equality in the workplace.  

**Staff Survey:**  
Increased proportion of staff:  
- are aware of and can name policies and procedures relating to gender equality and the prevention of violence against women (Q.7)  
- feel that the policies and procedures relating to gender equality and the prevention of violence against women are consistently and actively applied in the workplace. (Q.8) |
| **1.5 | We uphold gender equality principles in all policies and we have policies and procedures related specifically to gender equality and/or the prevention of violence against women.** | - Policies specific to preventing violence against women and/or gender equality, sexual harassment and supporting staff who experience violence are in place.  
- Gender is considered in the development and review of all policies. | |
| **1.6 | Our organisational targets, quotas and/or strategies for gender equality are reflected in managers' work plans and performance reviews, and good practice in gender equality is recognised and rewarded.** | - KPIs related to gender equality and/or workplace targets are included in managers’ work plans.  
- Good practice in gender equality is recognised and rewarded – for example, by profiling in performance management, or by profiling staff in newsletters or with workplace awards or incentives. | |
<table>
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<th>Criteria</th>
<th>Examples of good practice</th>
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</table>
| 1.7 | We have a leadership team responsible for addressing gender inequality and the prevention of violence against women in the workplace and they are resourced to undertake this work. | • The organisational structure incorporates a team responsible for addressing gender inequality and the prevention of violence against women  
• A team with responsibility for achieving gender equality internally is in place and resourcing is allocated to this group.  
• There is a budget line item for initiatives that address gender inequality and the prevention of violence against women. |
**Norms and Practices Element:** We hold staff accountable for consistently promoting gender equality in all communications, organisational plans and activities.

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</tr>
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<tr>
<td>**1.8</td>
<td>Consistent internal and external communication expresses our commitment to promoting gender equality to prevent violence against women.**</td>
<td>• Internal and external communications (emails, newsletters, posters etc.) are used to promote our commitment to gender equality and the prevention of violence against women.</td>
</tr>
</tbody>
</table>
**Track:**  
% of staff who have done training on gender equality and how to apply a gender lens in the development of plans and/or programs.  
**Staff Survey:**  
Increased proportion of staff agree that:  
• my workplace promotes a culture of respect for women (Q.1)  
• I am personally supportive of gender equality across all areas of the organisation (Q.2)  
• my organisation demonstrates commitment to gender equality in its interactions with stakeholders. (Q.4) |
| **1.9 | All plans and programs we develop and implement identify and respond to specific impacts on women and challenge gendered structures, practices and cultures.** | • Consultations with female staff and/or stakeholders help to understand the ways that particular plans and/or programs we develop may uniquely impact on women.  
• Internal policies, procedures and guidelines have been developed/reviewed in response to these gendered impacts. |  |
| **1.10 | We make reports on performance against our gender equality strategy available to all staff and stakeholders.** | • Reports on performance against our gender equality strategy are proactively shared with staff and stakeholders; feedback is welcomed and information included on actions being taken to make progress. |  |
| **1.11 | We have partnerships with services that specialise in promoting gender equality and the primary prevention of violence against women to inform and strengthen our actions and initiatives.** | • Partnerships are established and/or maintained with organisation(s) that specialise in promoting gender equality and the primary prevention of violence against women. |  |
2. **CONDITIONS**

We embed gender equality in our recruitment, remuneration and promotion processes, and men and women utilise flexible work options without penalty.

**Leadership Element:** We have structural support for women’s leadership, including the provision of leadership opportunities for part-time staff; and male and female leaders model the use of flexible work options.

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</tr>
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<tbody>
<tr>
<td>2.1</td>
<td>We make deliberate efforts to value and make visible women’s leadership within the organisation and sector.</td>
<td>Organisational publications (websites, newsletters, intranet etc.) and events make women’s leadership visible within our organisation and sector.</td>
</tr>
<tr>
<td>2.2</td>
<td>Our leaders support cultural norms about workplace flexibility and parental leave arrangements, and staff are not penalised or discriminated against for taking up these options.</td>
<td>Internal communications (newsletters, emails, messages from the CEO etc.) are used to promote workplace flexibility and parental leave arrangements for both men and women.</td>
</tr>
<tr>
<td>2.3</td>
<td>We have provision for all roles in the organisation, including leadership positions, to be filled on a part-time or job-share basis.</td>
<td>HR policies/procedures clearly stipulate that all roles, including leadership roles in our organisation, can be filled on a part-time or job-share basis where possible, and appropriate adjustment to position descriptions and expectations of deliverables is made or is reflected in accompanying resources.</td>
</tr>
</tbody>
</table>
**Strategy Elements:**
- We implement deliberate strategies to recruit, train, mentor and retain women in leadership roles.
- We make efforts to reduce the gender pay gap and give all staff access to flexible work options and parental leave.

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| 2.4 | We have targets, quotas and/or strategies in place to support the increased representation of women in leadership and traditionally male dominated areas and departments. | • Targets, quotas and/or strategies are set to increase representation of women in leadership and traditionally male-dominated areas and departments. | Track (see Key Progress Indicators):
  • ratio of men and women in workforce, overall and by teams
  • ratio of men and women in leadership and management positions, including Board, executive, senior and middle management level
  • ratio of male and female new hires and internal promotions, by level and department.

| 2.5 | Our recruitment processes are transparent and actively seek to eliminate unconscious bias, and our appointment decisions reflect the organisation’s commitment to gender equality. | • Policies/procedures are in place to ensure transparent recruitment processes, and appointment decisions reflect the organisation’s commitment to gender equality.

  • Staff (particularly Human Resources) do unconscious bias training.

  • Recruitment data is tracked annually to ensure equality. | **Staff Survey:**
  Most staff agree that:
  • men and women are equally likely to be recruited into any team or role, and provided promotion opportunities. (Q.9) |

| 2.6 | We use deliberate strategies to recruit, train, mentor and retain women in leadership roles, including providing opportunities to build leadership skills and confidence, and support women once appointed to leadership roles. | • Strategies are implemented to recruit and support female leaders based on what women in the workplace say they need.

  • There are programs and supports for female leaders once appointed to leadership roles.

  • There is ongoing formal and informal mentoring for women in leadership positions from senior colleagues. |
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| 2.7 | We ensure that equal pay, tenure, length of contracts and other benefits (including the full scope of remuneration) are available to women and men, for work of equal or comparable value. | Policies are in place to ensure equal pay, tenure and length of contracts etc. | Track (see Key Progress Indicators):  
  - the average salary gap between female and male staff members across the organisation and by department.  
  - % of staff, including senior leaders (disaggregated by gender), who utilise flexible work options  
  - % of staff, including senior leaders (disaggregated by gender), who return from parental leave with continued employment for 12 months.  
  
   | | | |
| 2.8 | Our policies and procedures provide flexible work options for all staff and provision exists for leave to cover care responsibilities. | HR policy details flexible work options for all staff and includes leave to cover care responsibilities. |  
  | | | |
| 2.9 | Our staff have access to paid parental leave, whether they are the primary carer or not. | HR policies stipulate that all staff have access to paid parental leave, whether they are the primary carer or not. |  
  | | | |
| 2.10 | We provide superannuation catch-up options to staff taking parental leave. | HR policies demonstrate provisions for superannuation catch-up options are available to staff taking parental leave. |  
  | | | |
| 2.11 | We have a breastfeeding policy that supports women to breastfeed or express in the workplace without discrimination, in an atmosphere of acceptance and respect. | HR policy details breastfeeding support in the workplace.  
  - Appropriate facilities are provided; for example, a breastfeeding/expressing room and access to a fridge for storing breastmilk. |  
  | | | |
| 2.12 | We ensure that allocation of workload and tasks is not gender biased so that staff are not marginalised into stereotyped ‘female and male’ roles. | Workforce composition across teams is tracked annually and surveys measure staff perceptions of gender bias and stereotypes in task allocation. |  
  | | | |
### Norms and Practices Element:

- Our workplace culture and communication promotes and supports flexible work and parental leave for both men and women.
- We have transparent practices to help uphold commitments to gender equality in recruitment, professional development and career progression.

### Criteria

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| 2.13 | We actively monitor and report on women’s career progression. | • Data on the recruitment, promotion and professional development of staff (disaggregated by gender) is collected, analysed and reported on. | **Staff Survey:**
Most staff agree that:
• the workplace is a supportive environment for women who choose to take parental leave (Q.21)
• the workplace is a supportive environment for men who choose to take parental leave (Q.22)
• taking up flexible work arrangements would not exclude them from leadership opportunities. (Q.18)
Most staff disagree that:
• women are treated less favourably because of being pregnant. (Q.19) |
| 2.14 | Our internal communications promote flexible work and parental leave for both men and women, and we proactively encourage male staff to take parental leave or utilise flexible work options to balance care responsibilities. | • Flexible work and parental leave entitlements/options are promoted to ensure all staff are aware of entitlements/options.  
• All staff, including male staff, are proactively encouraged in internal communications such as newsletters, posters, staff emails etc. to take parental leave or utilise flexible work options to balance care responsibilities. | |
| 2.15 | Both male and female staff, including leaders, consistently take advantage of flexible work options and/or parental leave and report they are supported by our organisation and their peers. | • Leaders consistently use flexible work options and this is communicated clearly to their staff along with details of flexible work options for staff. | |
3. CULTURE
All staff feel safe and confident in the workplace, and we actively challenge gender stereotypes, roles and norms. Staff can raise concerns about gender inequality and potential discrimination without adverse consequences.

Leadership Elements:
- Our leaders challenge gender stereotypes, discrimination and attitudes that support male superiority, and think critically about styles of leadership that are valued in the workplace.
- Our leaders consistently model respectful and equal relationships between men and women.

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| 3.1 Senior managers are well informed about gender equality and the prevention of violence against women, and their obligations to meet current legislative requirements. | • Senior managers complete training on the drivers of violence against women and the importance of workplace interventions to promote gender equality.  
• Senior managers complete professional development to understand their obligations to meet current legislative requirements. | Track:  
• % of senior managers who have completed formal training on gender equality in the workplace and understand their obligations to meet current legislative requirements.  
• % of managers who have work or performance plans, and/or position descriptions that note responsibility to model respectful relationships in the workplace. |
| 3.2 Our leaders consistently model respectful and equal relationships between men and women. | • Managers’ responsibility to model respectful and equal relationships is reflected in their work plans, performance plans, and position descriptions. |
**Strategy Element:** Our policies and procedures (i.e. code of conduct, induction, occupational health and safety, equal opportunity etc.) include proactive measures to address gender inequality.

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| 3.3 | We review the definitions, models and concepts of leadership espoused and valued in our workplace to ensure they don’t perpetuate ideas of ‘masculine’ and ‘feminine’ skills and attributes, or support the superiority of male leaders or ‘masculine’ leadership. | • Leaders undertake leadership training where traditional models of ‘masculine’ leadership styles are challenged and alternative concepts of leadership are promoted.  
• Leaders understand the ways gender stereotypes can impact on conceptions of leadership skills and attributes.  
• Language used in the workplace does not perpetuate ideas of ‘masculine’ and ‘feminine’ skills and attributes.  
• Leaders openly challenge ideas around the superiority of male leaders or ‘masculine’ leadership.  
Track (see Key Progress Indicators):  
• changes in staff perception of workplace culture as measured by annual staff survey  
• % of leaders who undertake leadership training where traditional modes of ‘masculine’ leadership styles are challenged and alternative concepts of leadership are promoted.  
**Staff Survey:**  
Increased proportion of staff agree that:  
• most senior managers are well informed about issues surrounding gender equality and the prevention of violence against women (Q.3)  
• our leaders publicly promote the organisation’s support for gender equality (Q.5)  
• most senior managers take action to support equality between men and women. (Q.6) |
| 3.4 | Our code of conduct or staff charter:  
• includes a commitment that all staff and stakeholders be treated with dignity and respect, regardless of their gender  
• makes clear what constitutes unacceptable language, jokes, comments and images  
• clearly states the actions we will take in response to sexist behaviour or sexual harassment.  | • A code of conduct, or similar, is revised or developed in consultation with staff and includes clear guidance on responsibilities and expected standards of behaviour.  
• A code of conduct is proactively shared with staff, and staff are held accountable for meeting expectations it outlines. |
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| 3.5 | Our induction processes include the gender equality policy, commitment to preventing violence against women and key messages about the rights and responsibilities of individual staff. | • The induction process is consistently used to inform staff about the workplace’s commitment to gender equality and their rights and responsibilities. | **Track:**  
• % of staff who undertake induction with relevant content  
• # of staff taking up superannuation catch-up options  
• # of reported incidents of backlash/resistance and organisation response.  
**Staff Survey:**  
Increased proportion of staff agree that:  
• the workplace is a safe environment for women. (Q.28) |
| 3.6 | We provide superannuation catch-up options to staff taking parental leave. | • Company superannuation catch-up policy options are developed and staff are proactively informed about their entitlements. | |
| 3.7 | We consult female staff about workplace safety, and reflect their perceptions and experiences in occupational health and safety guidelines, including regular audits to make sure facilities are accessible and safe for women. | • Staff are consulted on their views of how gender may impact their occupational health and safety.  
• Organisational occupational health and safety guidelines are reviewed to ensure they reflect gendered risks and needs. | |
| 3.8 | We have identified potential areas of resistance and/or backlash to the promotion of gender equality and we have developed and implemented strategies to address these. | • The key group leading gender equality work internally is well informed about backlash and resistance and has identified potential areas or ways in which this may occur, or where additional work may be needed to prevent such responses.  
• Strategies have been put in place to mitigate resistance and backlash and respond to it if it occurs; and staff likely to have to deal with backlash (communications, customer relations, HR) have received the support and/or training they need to respond appropriately. | |
**Norms and Practices Elements:**
- Staff across our workplace understand the importance of promoting gender equality and know they will be supported to challenge sexism and raise issues relating to gender and discrimination.
- We actively avoid perpetuating gender stereotypes in our communications across the workplace; and strategies have been implemented to minimise backlash or resistance and grow support for change.

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<td><strong>3.9</strong></td>
<td>Our internal and external communications – including the physical or online work environment – avoid pejorative, minimising or stereotyping language and images, and proactively challenge stereotypes and gender norms.</td>
<td>• The communications policy clearly articulates the organisational commitment to proactively challenging stereotypes and gender norms, with zero tolerance of sexist language and behaviour, and gender stereotyping.</td>
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<td>• Training is provided for all staff to ensure they have the skill to comply with all relevant policies and procedures relating to the promotion of gender equality in the workplace; for example, unconscious bias.</td>
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<td><strong>3.10</strong></td>
<td>We seek staff feedback on their diverse experience and perspectives of the way gender influences and shapes staff experiences in the workplace.</td>
<td>• Staff surveys, including questions specifically about gender equality issues in the workplace, are completed and analysed on a regular basis, and results are shared with staff and leaders.</td>
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<td><strong>3.11</strong></td>
<td>Sexist comments, put downs or images are unacceptable in all work environments (physical and online).</td>
<td>• Communications are reviewed to ensure they avoid pejorative, minimising or stereotyping words and pictures.</td>
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<td>• There is communication with all staff that makes clear what constitutes unacceptable language, jokes, comments and images.</td>
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<td><strong>Track:</strong></td>
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<td></td>
<td>• % of staff (including leaders) who have undertaken bystander training</td>
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<td>• % of staff who participate in an annual all-staff survey on workplace equality and respect in the workplace.</td>
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<td><strong>Staff Survey:</strong></td>
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<td></td>
<td>An increased proportion of staff agree that:</td>
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<td>• staff feel confident to raise issues about gender inequality without fear of adverse consequences (Q.23)</td>
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<td>• the language and images used in communications within the workplace are respectful to women and don’t depict men and women in gender stereotyped roles. (Q.24)</td>
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## Criteria

### 3.12 | We provide training and information to key staff, including leaders, to increase their understanding of violence against women, and equip them with the skills and confidence to take action when others express sexist, discriminatory or violence supportive attitudes or behaviours.

- Materials are provided that support staff to take bystander action, promote gender equality and respond appropriately to those who experience sexism, harassment, discrimination or violence.
- Staff training is provided by an expert prevention organisation and includes information on how to safely take action when others express sexist, discriminatory or violence supportive attitudes or behaviours.

### 3.13 | We normalise challenging sexism and gender inequality within the workplace and staff feel confident to raise issues without fear of adverse consequences.

- There is regular communication with staff of ongoing efforts by the workplace to challenge sexism and gender inequality.
- Strategies have been put in place to support the wellbeing of – and equitable response to – staff who report sexism and gender inequality in the workplace.

### 3.14 | We have a clear process to deal with policy and procedural breaches related to gender equality and the prevention of violence against women.

- Gender equity and leave policies, codes of conduct and/or other relevant policies clearly state procedures for addressing breaches related to gender equality and the prevention of violence against women.

## Examples of good practice

### Data to track progress

- the language and images used in external and/or public communications are respectful to women and don’t depict men and women in gender stereotyped roles. (Q.25)

An increased proportion of staff disagree that:

- male staff in this workplace often meet or socialise with other male staff, and female staff are not welcome (Q.26)
- female staff in this workplace often meet or socialise with other female staff, and male staff are not welcome. (Q.27)
4. SUPPORT

We have the structures, practices and culture to respond appropriately to staff and stakeholders affected by violence, bullying and sexual harassment.

**Leadership Element:** Our leaders consistently reject any form of violence or harassment, whether occurring within or outside of the workplace.

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<td>4.1</td>
<td>Our leaders consistently reject any form of violence or harassment, whether occurring within or outside of the workplace, and demonstrate this in all internal and external communications.</td>
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<td>• Managers have clearly outlined responsibilities in their work plans, performance plans, and/or position descriptions in relation to addressing violence and harassment in the workplace.</td>
<td>Track:</td>
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<td>• Managers have regular updates at team meetings and through other communications channels, i.e. newsletters, staff emails etc., rejecting any form of violence or harassment in the workplace, including backlash in the form of violence or harassment.</td>
<td>• % of managers who have completed training to understand and appropriately respond to domestic and family violence.</td>
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<td>• Managers take/create opportunities to speak publicly and with stakeholders rejecting any form of violence or harassment.</td>
<td>• % of managers who have work plans, performance plans, and/or position descriptions clearly outlining their responsibility in relation to addressing violence and harassment in the workplace.</td>
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<td><strong>Staff Survey:</strong></td>
<td><strong>Increased proportion of staff agree that:</strong></td>
<td></td>
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<tr>
<td>Increased proportion of staff agree that:</td>
<td>• most senior managers are well informed about issues surrounding gender equality and the prevention of violence against women. (Q.3)</td>
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**Strategy Element:** We have clear policies and procedures to provide appropriate support for staff who experience violence; and we make sure employees don’t use workplace resources to commit any act of violence.

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| 4.2 | We have clear policies and procedures in place to ensure appropriate support for staff who experience violence, bullying or harassment. | • Policies and procedures are developed to support staff experiencing family and domestic violence outside the workplace and staff who experience violence, bullying or harassment in the workplace.  
  • Information relating to Enterprise Agreement (EA) clauses, policies and procedures is visible on the internal website and internal communications (intranet, newsletter, staff meetings, emails etc.) and is used to promote awareness of violence against women and workplace support for staff. | **Track:**  
  • Employee Assistance Program cases involving domestic and family violence (data from provider)  
  • HR contact centre calls involving domestic and family violence  
  • # of employees taking domestic and family violence leave  

  **Staff Survey:**  
  Increased proportion of staff:  
  • are aware of and can name policies and procedures which provide support for staff and who experience violence (Q.33)  
  • report that these policies and procedures are consistently and actively applied in their workplace. (Q.34) |
<p>| 4.3 | We have dedicated additional paid leave for those who experience domestic and family violence. | • The organisation has negotiated for additional leave for staff experiencing family violence in their EA or other relevant agreement. This is then incorporated into the policies review cycle and proactively shared with staff so they are aware of their entitlements. | |
| 4.4 | An Employee Assistance Program is available to all staff and, where possible, is staffed by professionals with experience in domestic and family violence. | • An Employee Assistance Program staffed by professionals with experience dealing with bullying, sexual harassment and domestic and family violence is engaged by the organisation. | |</p>
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| 4.5 | We have policies and procedures in place to prohibit employees from using workplace resources to commit any act of violence against women. | • Clear policies and procedures are developed and promoted to ensure all staff know that it’s not permissible to use any workplace resources (for example, phones, email, vehicles, time etc.) for violence against women. | Increased proportion of staff agree that:  
  • the workplace has policies that protect and support staff who report incidents of gender-based violence, bullying or sexual harassment or disclose an experience of domestic or family violence (for example, family violence leave). (Q.30) |
| 4.6 | We have clear policies and procedures in place to ensure appropriate support for stakeholders who experience violence, bullying or harassment while at our workplace, from one of our staff members. | • Clear policies and procedures exist to articulate the workplace’s responsibility to support stakeholders who experience violence, bullying or harassment and how these stakeholders will be supported. |                                                                                                                                                                                                                  |
**Norms and Practices Element:** We have the partnerships, systems and trained staff to respond promptly and appropriately to complaints and claims about violence and sexual harassment.

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| **4.6** | We maintain partnerships with external services that specialise in responding to women experiencing violence, and we establish and maintain referral pathways to ensure appropriate and timely support to staff who experience violence. | • Referral processes are in place to refer staff to local services that specialise in responding to women experiencing violence, and managers and HR staff are aware of this process. | **Track:**  
• % of managers who undertake training on how to implement policies and procedures to appropriately respond to staff/stakeholders who are affected by violence.  
• # of reported incidents of sex-based discrimination and harassment.  
• # of visits to intranet page containing information on responding to domestic and family violence and/or manager guidelines.  
**Staff Survey:**  
Increased proportion of staff agree that:  
• I have an awareness of the appropriate channels to make a complaint and/or claim about violence and sexual harassment (Q.31)  
• if I need to make a complaint and/or claim about violence and sexual harassment in the workplace, I have confidence that my complaint/claim will be responded to promptly and appropriately (Q.32)  
• if I needed to utilise domestic and family violence leave, I have confidence that my request would be responded to sensitively and I would be appropriately supported. (Q.35) |
| **4.7** | Our managers and/or identified key contact people (i.e. HR) receive adequate training and guidance to implement policies and procedures appropriately. | • The organisation engages appropriate training for key staff on responding to complaints and claims about violence, bullying and sexual harassment; and has a succession plan to ensure there are always trained staff within the organisation. |
| **4.8** | We respond to complaints and claims about violence and sexual harassment promptly and appropriately, with compassion and support. | • The organisation develops a process for formally addressing complaints from staff or clients/customers. |
5. OUR BUSINESS
The work we do and the way we promote it aligns with our commitment to gender equality and the prevention of violence against women.

**Leadership Element:** Our leaders effectively use our work and public profile to demonstrate support for gender equality and the prevention of violence against women.

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<tr>
<td>5.1</td>
<td>Our leaders understand their role and the role of our workplace in influencing the community, and effectively use our work and public profile to demonstrate support for gender equality and the prevention of violence against women.</td>
<td>- Prevention of violence against women and gender equality are promoted by leaders through public statements on the organisational website, and in public forums.</td>
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**Track:**
- % of senior managers who have completed formal training on the drivers of violence against women and the importance of workplace contributions to violence prevention and the promotion of gender equality.
- # of panels, organised by the workplace ad others, where the organisation is represented by men or women.

**Staff Survey:**
Staff report that:
- Male staff in this workplace do not meet or socialise with other male staff, and female staff are not welcome. (Q.26)

5.2 | Our leaders consider the equal representation of men and women when organising or participating in public events and take active steps to prioritise or draw attention to women’s representation. | Policies to make women in leadership visible within the organisation and workplace sector are in place. |

- Organisational policy (or public pledge) not to present on all-male panels (or raise gender representation concerns with organisers of events where there are all-male panels) and not to hold or attend events that are held in ‘male-only’ establishments is in place.
### Strategy Element: We integrate key actions to promote gender equality into our core business, and our engagement with the community reflects our commitment to gender equality and preventing violence against women.

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<tr>
<td>5.3</td>
<td>We reviewed our operations to make sure they don’t reinforce the drivers of violence against women and identified how we can integrate key actions to promote gender equality into our core business.</td>
<td>• A team with responsibility for achieving gender equality internally is in place whose duties include: - regular reviews of organisational operations to ensure they do not reinforce the drivers of violence against women. - identification of how to integrate key actions to promote gender equality into the organisation’s core business.</td>
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<td>5.4</td>
<td>We have reviewed industry specific guidance (where available) and identified ways to promote gender equality in the course of operating our business.</td>
<td>• The team with responsibility for achieving gender equality regularly reviews industry-specific guidance (where available) and identifies ways to promote gender equality in the course of operating the business.</td>
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<td>5.5</td>
<td>We regularly review community engagement (which may include sponsorship, development programs, grants and activities) to ensure that the allocation of resources supports men and women equally and/or reflects our commitment to gender equality and preventing violence against women.</td>
<td>• The team with responsibility for achieving gender equality internally regularly reviews community engagement to ensure the allocation of resources supports men and women equally and/or reflects commitment to gender equality and preventing violence against women.</td>
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**Norms and practices Element:** Our stakeholder engagement activities, public statements and external communications reflect our commitment to promoting gender equality, rejecting sexism and challenging attitudes that justify, minimise, trivialise or excuse violence against women.

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<td>5.6</td>
<td><strong>Our organisation’s commitment to challenging attitudes that justify, minimise, trivialise or excuse violence against women is reflected in all communications and interactions with stakeholders.</strong></td>
<td><strong>Track:</strong></td>
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<td>• Communications policy clearly articulates organisational commitment to:</td>
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<td>– avoiding sexist, pejorative or stereotyping language and images</td>
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<td>– representing men and women in a range of roles and not reinforcing gender stereotypes</td>
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<td>– challenging attitudes that justify, minimise, trivialise or excuse violence against women.</td>
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<td>• Communications and advertising guidelines explicitly promote positive gender stereotypes and roles and avoid negative and stereotyped constructions of masculinity and femininity.</td>
<td>An increased proportion of staff agree that:</td>
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Norms and practices Element: Our stakeholder engagement activities, public statements and external communications reflect our commitment to promoting gender equality, rejecting sexism and challenging attitudes that justify, minimise, trivialise or excuse violence against women.

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| 5.7 | We deliver or participate in stakeholder engagement activities designed to promote the prevention of violence against women and gender equality. | • Organisation schedules events to engage with stakeholders and engages gender equality and prevention of violence against women specialists to support the events.  
• The organisation’s website is used as a platform to share information on gender equality and the prevention of violence against women. | See previous page. |
| 5.8 | Client/customer practice principles include treating all people with equal dignity and respect regardless of their gender. | • Client/customer practice principles charter, staff code of conduct, stakeholder engagement policy etc. reflect a commitment to gender equality and the prevention of violence against women, and mechanisms/processes for formally addressing complaints from staff or client/customers are in place. |
This work was funded by the Victorian Government as part of the Workplace Equality and Respect Project led by Our Watch.

The project was led by Joanna Brislane, with contributions from Michelle Hunt, Patty Kinnersly, Scott Holmes, Teresa Dowd, Nicola Harte, Kylie Smith and Monique Keel, with evaluation support and guidance from Loksee Leung and Sarah Kearney.

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Acknowledgements
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Women’s Health Loddon Mallee
For more information see the Women’s Health Loddon Mallee website (http://www.whlm.org.au) or download a copy of the Gender Equity Quality Standards here: http://www.whlm.org.au/?s=quality+standards.

VicHealth (Victorian Health Promotion Foundation) and EnMasse
To access the Equal Footing toolkit, developed by VicHealth and EnMasse visit https://www.vichealth.vic.gov.au/media-and-resources/publications/equal-footing-toolkit

Our Watch also acknowledges the support of the Victorian Government Department of Premier and Cabinet and advice of the Workplace Equality and Respect Advisory Group, which includes representatives from:

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Domestic Violence Resource Centre Victoria
Municipal Association of Victoria
RMIT University
Women’s Health Victoria
Women’s Health Association of Victoria
VicHealth
Victorian Trades Hall Council
Victorian Equal Opportunity and Human Rights Commission
Victorian Government Department of Premier and Cabinet
Workplace Gender Equality Agency
Worksafe Victoria.


